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ARTHUR S. FLEMMING AWARD

CITATION

Robert Michael Gates

Central Intelligence Agency

For his outstanding contribution to the effectiveness of the National Security Council in coordinating U.S. diplomatic, intelligence and military policy-making and to the Central Intelligence Agency for his significant intelligence analysis, support and organizational innovations. The Central Intelligence Agency rarely has had an officer whose valuable contributions to intelligence work in Washington began at such an early stage in his career. In all of his assignments--substantive analyst on Soviet affairs, intelligence adviser to the SALT negotiations, an Assistant National Intelligence Officer for Strategic Programs, a key member of the European Staff of the National Security Council, coordinator of CIA research on the USSR, and currently Special Assistant to Dr. Zbigniew Brzezinski--he has responded in exemplary fashion, never failing to demonstrate mature judgment, administrative skill, excellent analytical ability, and a keen sense of policy considerations at the highest levels. Dr. Gates' consistent and cumulative excellence in performing extraordinarily diverse responsibilities in CIA, the Intelligence Community and at the National Security Council has served the nation and its national security interests well.